

**SECRET****ROUTING AND RECORD SHEET**

SUBJECT: (Optional)				
FROM: C/HRPS 1012 Ames		EXTENSION <div style="border: 1px solid black; width: 50px; height: 20px; margin: 0 auto;"></div>		NO.  DATE 9 September 1981
TO: (Officer designation, room number, and building)	DATE		OFFICER'S INITIALS	COMMENTS (Number each comment to show from whom to whom. Draw a line across column after each comment.)
	RECEIVED	FORWARDED		
1. DD/PA&E 1006 Ames	10 SEP 1981		B	I have met with <span style="border: 1px solid black; display: inline-block; width: 80px; height: 15px;"></span> and company to discuss the data used in the analysis and generally we are on track. I am trying one alternative run picking up <span style="border: 1px solid black; display: inline-block; width: 20px; height: 15px;"></span> additional officers tied to training but don't think it will change the analysis.
2. EA/OP 5E58 Headquarters	10 SEP 1981	10 SEP 1981	K	
3. DD/Pers 5E58 Headquarters			R	
4.				I'm sending it forward to you in draft because I know your interest and you have an opportunity to make an input before we go final if you wish.
5. D/Pers			R	
6.				I think the findings support your previous position. The CTs should be able to go overseas within a year of completing training.
7. C/HRPS				
8.				I am appalled by the prospect that the overseas strength may not be increased. It calls into question the reasoning for the buildup. Can the Agency afford to be put into such a box?
9.				
10.				The study definitely shows the linkage between length of tour, overseas strength, and ability to absorb the CTs. If we are constrained in overseas strength to present levels, <u>two year tours</u> , <u>without extension</u> , appear inevitable.
11.				
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## CTs--Some Implications to Tours and Slotting

### Introduction:

To answer the attached questions posed by C/CMS, we have run several simulations on the computer using a simplified model. The variables included promotion rates and length of tour. The universe studied is that of "operations officer." Grades were grouped into GS 7-11, 12-13, 14-15, and SIS.

### Findings:

#### I. Length of tour:

a. New operations officers (CTs and any others) would be able to go overseas within 2 years of EOD. Slotting would have to be adjusted.

b. A two year overseas tour for all grades is consistent with a requirement to remain at the current overseas strength; a longer tour causes overseas strength to rise.

c. If it is desirable to increase overseas strength, the cost-effective way to do that is to employ three year tours. The simulation shows a 23 percent increase in four years.

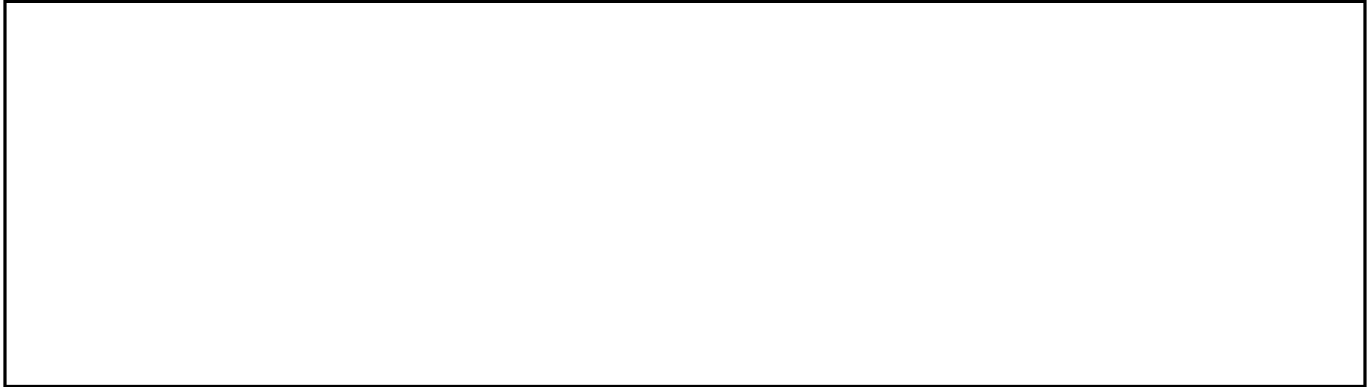
d. The model shows that to avoid a buildup at senior levels, desirable home tours are 3 years for grades 12-13 and 5 years for GS 14 and up (through SIS).

#### II. Domestic buildup:

a. With 2 year tours overseas, domestic strength builds by 56 percent in 4 years and rises from 50 percent of all operations officers to 61 percent.

b. With 3 year tours overseas, domestic strength rises by 32 percent  
in 4 years and the share of all operations officers rises only to 52 percent.

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III. Are there enough positions for junior officers?

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This problem could be addressed by the creation of "ladder" positions which would carry different responsibilities, and grades, according to the qualifications of the incumbent. Providing for the effective utilization of junior officers will be a significant personnel priority for the Directorate.

IV. History of the CT attrition rate: This is a data question not studied in the model. Because the CTs can be absorbed within a reasonable time, we do not expect any unfavorable attrition experience stemming from delays in overseas assignment.

Methodology:

The LBASEQ model (a Markov model of transition states) was used in an 8 x 8 transitional matrix that shows flows from 4 domestic grade groups and 4 foreign-field grade groups to the corresponding groupings. Specified are attrition rates, EOD rates, promotion rates, and tour rates. Though

tours may be more properly shown as a series of lagged difference equations, the simplified treatment of tours as rates (derived as the reciprocal of the tour) is adequate to test the impact of different tour lengths. The data file for 2 year overseas tours was labeled "CTOURF" and for 3 year tours "CTOURE".

The annual increases that were used  are those calculated in previous studies for DO professionals. They probably exceed growth in operations officers and thus overstate the absorption problem.

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